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**AVITA**  
HEALTH SYSTEM

*About Life. About You.™*

# MORROW COUNTY HOSPITAL RFP

AUGUST 5, 2019

AVITA HEALTH SYSTEM: Bucyrus Hospital, Galion Hospital, and Ontario Hospital





## AVITA'S RURAL EXPANSION TIMELINE

The mission statement for Avita Health System (**AHS**) is *"To improve the health and well-being of those we serve"*. In striving to achieve this mission, AHS is governed by a Board of Directors that live in the service area and operates with a policy governance system that provides guidance to achieve best governance practices. The AHS Board is focused on developing a health system model that uses its resources to maximize access and care locally. The following is a timeline of the evolution and growth of AHS:

- **1913:** Galion Charity Hospital is started by local area citizens
- **1950s:** The City of Galion converted the hospital to a private, non-profit corporation, which is still the same corporate structure used today
- **2008:** Galion Community Hospital undergoes numerous expansions and attained Critical Access Hospital designation
- **2009:** Current CEO, Jerry Morasko, is hired
- **2010:** The parent company, Avita Health System, is formed to meet CMS health system requirements of having separate corporations and provider numbers for each hospital in a multi-hospital system
- **2011:** Bucyrus Community Hospital's assets, provider numbers, and Critical Access Hospital designation were acquired through bankruptcy auction
- **2013:** AHS acquires the former Lazarus cornerstone store in the Richland Mall to develop future physician/APP medical offices, ancillary services and a future hospital in Richland County
- **2017:** AHS completes stage 2 of the strategic plan by opening the Avita Ontario Hospital
- **Today:** AHS consists of 3 hospitals and over 40 clinic locations in Bellville, Bucyrus, Crestline, Galion, New Washington, Ontario, Marion, and Mansfield, has over 1,800 staff members, and the largest multi-specialty employed staff in the region

## OUR MISSION

The mission of Avita Health System is to improve the health and well-being of those we serve.

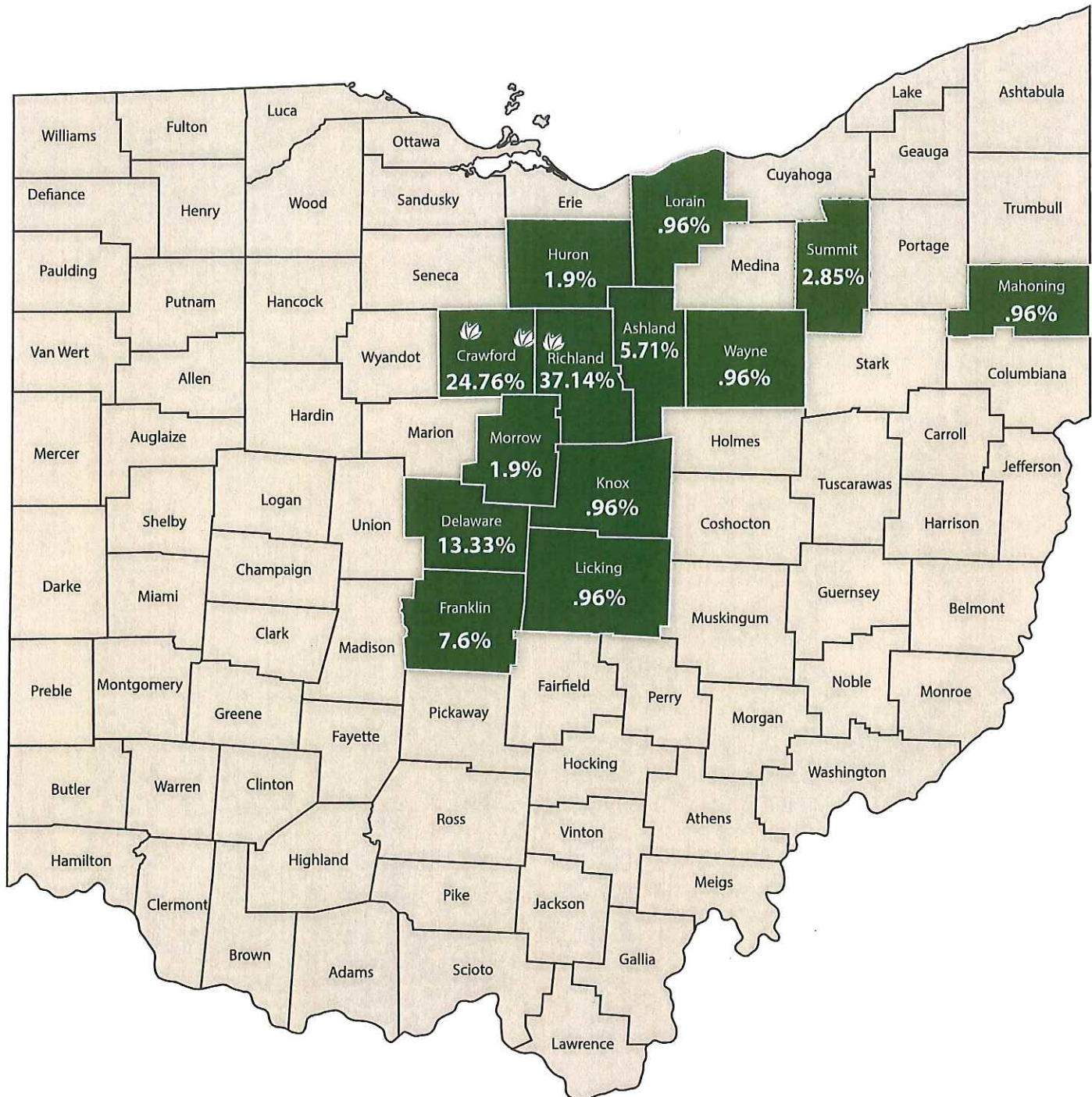


# PHYSICIAN/APP RESIDENCE LOCATION BY COUNTY



BUCYRUS, GALION,  
& ONTARIO HOSPITALS

*\*Percentage of Avita Health System provider residence indicated by county.*







**SHELLIE BURGIN, MBA**

Vice President of Physician Services

- 24 years in healthcare, 10 years with AHS
- 20 years in Practice Management, with 10 years in an Executive Role with Multi-Specialty Physician/APPs
- Member of the Crawford County Overdose Prevention Coalition



**SHIRLEY FITZ, MSN, RN**

Vice President of Ancillary Services

- 45 years in healthcare, all with AHS
- Long time board member of the American Red Cross



**KIM WINKLE, MBA**

Vice President of Corporate Relations & Operational Support

- 30 years in healthcare, 8 years with AHS
- Vice-Chair of Galion-Crestline Chamber Board, Vice-Chair of Home Care Matters Board and Member of the Crawford Partnership Board



**MYLES CREED, BS**

Vice President of Medical Staff Development

- 20 years in healthcare, 6 years at AHS
- Member of Avita Foundation, Ontario Booster Club President, Youth Mentoring Advisor



**CINDA M. KROPKA, MHA**

Compliance/Ethics & Privacy Director/Avita Ontario Executive Director

- 29 years in healthcare, all with AHS
- Member of Crawford County Health Partners and Richland County Community Health Partners



# AVITA'S COMMITMENT TO EDUCATION

AHS implemented and provides a dedicated education department responsible for the enhancement of staff. AHS is committed to providing ongoing education and development to promote staff competency, technical proficiency, general knowledge, and interpersonal and professional skills throughout the organization at all staff levels. Below is a description of our educational requirements and opportunities in areas such as:

**HealthStream Online Education and Training:** This is the area of online education for every staff member in the facilities including contracted staff and students. Currently, there are over 2,000 employees and contracted staff that are in HealthStream. It is also the place for tracking completed certifications, competency, and educational opportunities.

**Certification Courses:** Clinical staff are expected to maintain certification in courses such as ACLS, BLS, PALS, NRP, and TNCC (quarterly). These courses are taught in Bucyrus Hospital with a simulation lab. The courses are held monthly or more frequently, with an average of 60 staff per month.

**Competency Training:** Annual hands-on training for clinical staff. These include physician office staff, surgical department training, and nursing staff in the hospital. The competency for physician office staff provides education to approximately 350 staff with a 90% attendance. Nursing competency is for the hospital departments and provides education to approximately 450 staff. These competencies are held in 12-hour days with multiple times for attendance and in multiple locations to meet the needs of the staff. Speakers are available for different areas of expertise. These include ergonomics, customer service, and transport adjuncts such as Mega-movers and lifts.

**Onboarding of New Nurses, Office Staff and STNA:** Monthly and twice monthly education for new hires to AHS. This allows staff to have additional time to review resources and policies available to them and to ask questions of the Education staff regarding courses available and HealthStream issues.

**Miscellaneous Education:** New equipment resource and vendor training arrangement for all facilities; Preceptor program for nursing staff; ECG courses; Medical Terminology; Self-study opportunities; Resources available on intranet including "Peak Developments" and "Growing up with Us" (pediatric education); website links and multiple PowerPoint and educational opportunities through ONA and OSU.

## **American Heart Association provider and Training Center:**

There are approximately 400 instructors that run through our program. These instructors run their programs through our coordinator and she supplies them with the tools to complete the courses and issues and maintains the certifications for these students. All certification courses are run by and maintained through the AHA.

**Community Outreach:** Teaching of blood borne pathogens, Heartsaver CPR, and First Aid to different community entities. Some of our clients are GE, DHL, Lifetouch, School Specialties, and Pioneer CTC and many others. We also offer the use of our Simulation Lab for education and training to fire departments, EMT, and MRDD. We are a training site for "Safe Sitter" and "Safe @ Home" programs for children which includes training on babysitting and CPR/ First Aid.

**Training at Outside Facilities:** Sending staff to tertiary hospitals for training, which was done frequently when hands-on training was needed for new services such as developing a level 2 catheterization lab, bariatric surgery, spine surgery, and nursing ICU/vent management. In recent years, AHS has utilized our affiliations with The Ohio State University and the Cleveland Clinic for subspecialty training at those health systems.





July 23, 2019

Volume II / Issue 7



## MEASURE OF THE MONTH

As we continue to review the different core measures that Avita reports on, it is important to review the information and determine if something you do in your role affects the measure's outcomes. If you have questions about the measures discussed, please reach out to Sienna Zimmerman, Quality Performance Improvement Analyst, at [szimmerman@avitahs.org](mailto:szimmerman@avitahs.org).

### Outpatient Stroke Measure (OP-23)

This quarterly reported measure focuses on adult patients, ages 18yr or older, with an Emergency Department Encounter, with a principle diagnosis code of Acute Ischemic or Hemorrhagic Stroke as listed on the CMS Table of Stroke Diagnosis Codes. According to the CMS Specifications Manual, "Because of the therapeutic window for selecting a stroke treatment, timely completion and interpretation of the CT or MRI scan are imperative, playing a role in evaluating the quality of care a patient receives (Kamal, 2017). Decreasing radiology report turnaround times can improve care team coordination, impact ED length of stay, and reduce the time needed for providers to initiate potentially life-saving interventions for stroke patients (Handel, 2011).]" To see how we are doing on this and other measures please check out the core measures dashboard located on the [Avita411 Quality Page](#).

## INFECTION PREVENTION CORNER – MEASLES UPDATE

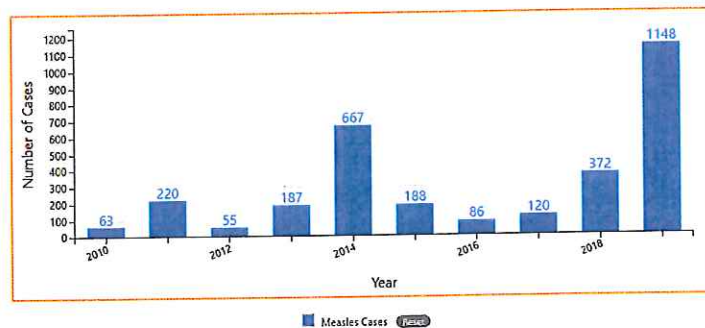
"From January 1 to July 18, 2019, 1,148\*\* individual cases of measles have been confirmed in 30 states. This is an increase of 25 cases from the previous week. This is the greatest number of cases reported in the U.S. since 1992 and since measles was declared eliminated in 2000." ~CDC.GOV

Measles cases have now been reported in Ohio. Remember, the best way to protect you and your family from the measles is through vaccinations.



### Number of Measles Cases Reported by Year

2010-2019\*\* (as of July 18, 2019)



Thank you to all staff who attended the FIT Testing clinics over the last few weeks. If you have not completed your annual FIT Testing, and are required to do so, you can make an appointment with WorkWell no later than July 31, 2019.



# AVITA'S PROPOSAL/JUSTIFICATION FOR LEASE/ PURCHASE OF MORROW COUNTY HOSPITAL

## AVITA'S FINANCIAL PROJECTIONS WITHOUT COUNTY TAX SUPPORT

AHS projections show growth over time as we rebuild and add new services lines. The services lines used for the projections are based on the service lines currently provided at Avita Bucyrus Hospital.

### FIVE YEAR PROJECTION - AVITA MOUNT GILEAD HOSPITAL

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>ED Visits</b>	10,000	10,500	11,000	11,500	12,000
<b>Inpatient Daily Census</b>	5.4	6.1	7.2	8	8.8
<b>Net Hospital Revenue</b>	\$33.6 M	\$37.6 M	\$44.3 M	\$48.9 M	\$53.7 M
<b>Number of Employees</b>	250	280	330	364	400
<b>Operating Income</b>	0	\$376 K	\$887 K	\$1.47 M	\$2.15 M
<b>Operating Income %</b>	0%	1%	2%	3%	4%

## AVITA'S FINANCIAL PROPOSAL

### GENERAL LEASE TERMS:

- Zero Morrow County tax support
- Five-year lease for \$1 per year
- AHS will invest \$2.44 million in repairing, maintaining, and purchasing building and equipment over the five-year lease term. Any capital investment in excess of this amount will be applied to the purchase price at the end of the lease term or repaid to AHS should the relationship terminate at the end of the lease term.
- Transfer of the Critical Access Hospital status, Medicare and Medicaid provider numbers of Morrow County Hospital to AHS, and complete operational control of Morrow County Hospital. Avita agrees to reassign them back to Morrow County if the lease renewal or purchase option does not occur.

# PROOF OF INSURANCE

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## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
12/05/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Willis of Ohio, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA		<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): 1-877-945-7378 FAX (A/C, No): 1-888-467-2378 E-MAIL ADDRESS: certificates@willis.com	
<b>INSURED</b> Avita Health System 269 Portland Way South Galion, OH 44833		<b>INSURER(S) AFFORDING COVERAGE</b> INSURER A: MHA Insurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	
		<b>NAIC #</b> 33111	

### COVERAGES

CERTIFICATE NUMBER: W9081813

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY			0030H000018180	01/01/2019	01/01/2020	EACH OCCURRENCE \$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000
							MED EXP (Any one person) \$ 5,000
							PERSONAL & ADV INJURY \$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$ 3,000,000
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						PRODUCTS - COMP/OP AGG \$ 3,000,000
	OTHER:						
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> OWNED AUTOS ONLY						BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS ONLY						PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> SCHEDULED AUTOS						
	<input type="checkbox"/> NON-OWNED AUTOS ONLY						
	UMBRELLA LIAB						EACH OCCURRENCE \$
	EXCESS LIAB						AGGREGATE \$
	DED						
	RETENTION \$						
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						PER STATUTE
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT \$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			0030H000018180	01/01/2019	01/01/2020	Per Claim \$1,000,000
							Aggregate \$3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

### CERTIFICATE HOLDER

### CANCELLATION

Evidence of Coverage	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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SR ID: 17146207

BATCH: 978411

MORROW COUNTY HOSPITAL RFP 2019

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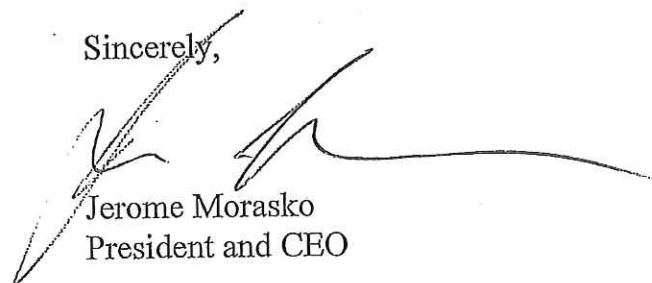
Galion Hospital  
Bucyrus Hospital  
Ontario Hospital

## STATEMENT OF COMPLIANCE

To Morrow County Commissioners:

The Avita Health System operates under a complex regime of state and federal laws applicable to healthcare organizations. In order to reduce and minimize the risk of material noncompliance with such laws, the health system maintains a corporate compliance program and regularly trains its workforce to identify and report instances of potential material noncompliance with applicable law. As of the date of the submission of this RFP, to the personal knowledge of the President of Avita, the Avita Health System is substantially in compliance with applicable local, state and federal laws, and is not personally aware of any current instance of material noncompliance.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerome Morasko", is written over the printed name and title.

Jerome Morasko  
President and CEO